Homeland Defense
J O U R N A L

Grants
Handbook
Mid-Year
Update 2006

An Open Letter to the Grants Community from
Homeland Defense Journal

Dear Grants Specialist:

The war on terrorism can not be fought without funding, and federal grants have become a critical channel for distribution of much-needed dollars to state and local emergency response organizations.

Homeland Defense Journal (www.homelanddefensejournal.com) was the first to provide regular coverage of federal grants through our ongoing series of training courses and monthly feature coverage in our magazine.

We produce nationwide training conferences on the grants process that are routinely sold-out. The overwhelming response indicates the need for information and education on the subject. In addition to the grants process, our readers have indicated that they are interested in proposal writing and the criteria used by federal agencies for evaluation and award.

In response to this need, we undertook a project to research and produce a handbook for state and local grants managers. Our first Grants Handbook was distributed to the grants community in January 2005. Our goal was to produce a concise manual that would capture several best practices and lessons learned. And again, we were overwhelmed with the response and the number of times it was downloaded from our Web site — more than 5,300 copies were distributed electronically. Another 12,000 were included in our monthly distribution of the printed magazine to state and local readers.

In 2006, we are pleased to provide this update for your reference. This handbook was researched and written by *Homeland Defense Journal's* Senior Correspondent, Don Philpott, who is also an internationally recognized journalist with more than 20 years with Reuters News Service.

Homeland Defense Journal would like to acknowledge the assistance and support given to this project by Lab Safety Supply (www.labsafety.com) who generously agreed to underwrite the research and production of this handbook. Special appreciation is also in order for INPUT (www.input.com) for their assistance in the market research and access to their comprehensive database of grants.

If you or any member of your staff would like to subscribe to *Homeland Defense Journal* magazine, you can do so at our Web site at www.homelanddefensejournal.com. It is free to government managers and decision-makers.

We hope your organization will find this handbook to be of value. Please feel free to contact me directly with any questions or comments.

Sincerely,

Don W. Dickson
President

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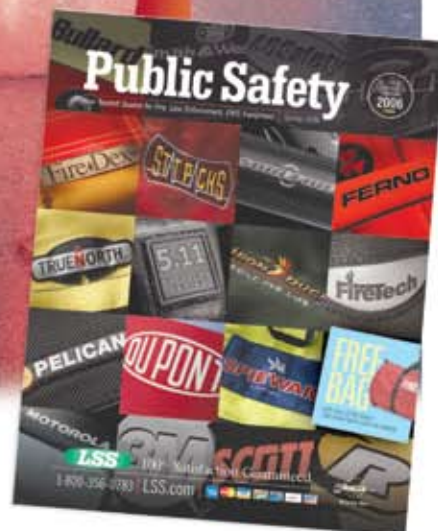
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2006 Grants Handbook

By Don Philpott

At the last count, there was approximately $425 billion of federal grant money available during 2005 from scores of funding sources. In addition, there were hundreds of other opportunities for securing matching grants at the local, state and national level.

In fact, it is almost impossible to calculate exactly how much grant money is available overall, even after trawling through House appropriations bills and reports from oversight organizations including the National Science Foundation (NSF) and Office of Management and Budget (OMB).

What is known, however, is that President Bush is committed to winning the war on terror. The prospects for further increases in grant allocation during the next two or three years are almost certain, especially in the fields of information technology, homeland security, defense, law enforcement and emergency management.

Grant seeking is a multibillion dollar a year business, and if it were a single company, it would rank at the top of the FORTUNE 500 list. As such, the process of grant writing has to be tackled in a thoroughly professional way.

That has never been more true than today. Grant recipients, whether at local, municipal, county or state level, have to adopt FORTUNE 500-type business strategies if they are to compete successfully in the ever increasingly competitive grants environment.

The most successful grant writing teams all have two things in common: good intelligence sources and highly professional grants writers.

Good intelligence alerts you to upcoming funding opportunities. The earlier you can get this information, the better able you are to prepare for it. Sophisticated intelligence sources are essential and will become even more so in the years ahead The most successful professional grants writers know exactly what the grant providers are looking for and make sure their proposals reflect this to the letter. In competitive grant areas, these are the teams that secure the biggest bucks.
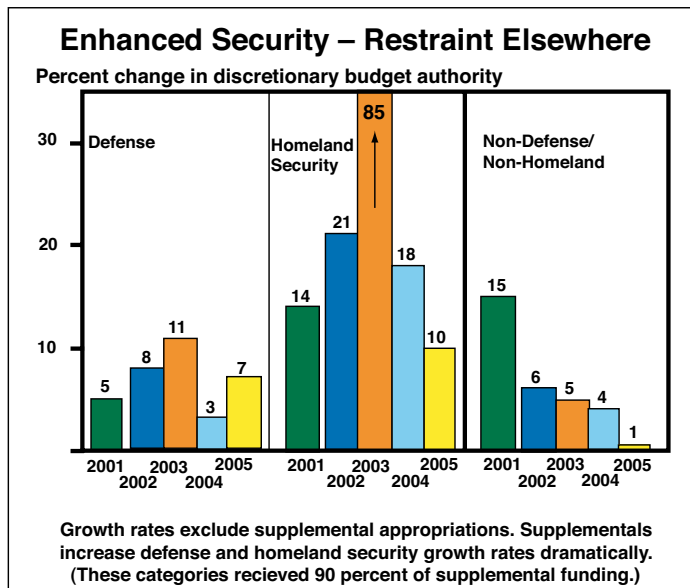
When it comes to grant writing, you have to be ahead of the field and on top of the game. If you are not, it can have serious consequences. Just months ago, a law

Photo by Tech. Sgt. Devin Fisher

President George W. Bush and Adm. Timothy J. Keating, commander of U.S. Northern Command, take a moment to reflect at USNORTHCOM's "9-11 Wall." The president and Secretary of Homeland Security Michael Chertoff were at USNORTHCOM Sept. 23 - 24, 2005 to monitor Hurricane Rita from the USNORTHCOM Joint Operations Center.

enforcement agency in Florida learned that it had lost out on a major interoperability grant allocation because it failed to include one form in the budget section of the application. A neighboring county sheriff's department, with one of the most successful grant writing teams, was successful in its application. That agency funds a quarter of its $100 million-plus budget from grant money.

This report reviews the current situation from the sides of both the grant recipients and the grant providers and explores why some grants teams are more successful than others. It also looks at significant trends and developments taking place at the federal level that simplify the grants process.

Enhanced Security – Restraint Elsewhere

Percent change in discretionary budget authority

Growth rates exclude supplemental appropriations. Supplementals increase defense and homeland security growth rates dramatically. (These categories recieved 90 percent of supplemental funding.)

The chart displays the explosive growth in Homeland Security discretionary funding since 9-11, outpacing defense and other spending.

The Current Situation

- The President's 2006 Budget continues to support and advance three overriding national priorities: winning the war on terror, protecting the homeland and strengthening the economy.
- Since Sept. 11, 2001, more than three-quarters of the increase in discretionary spending has been directly related to the response to the terrorist attacks, enhanced homeland security and the war on terror.
- The 2006 budget continues this spending trend: significant increases in funding security programs combined with a dramatic reduction in the growth of discretionary spending unrelated to security.

- Funding for the Department of Homeland been secured for the Project BioShield initiative to develop and buy cutting-edge drugs, vaccines and other biodefense supplies.
- More than $13 billion has been allocated to help state and local government prepare for terrorism, a 940 percent increase compared to the three years from 1999 to 2001. The president has said these funds should be spent on training and equipping first responders for terrorism preparation and response, which is one of the nation's top homeland security priorities.
- Expanded support for training, equipment and exercises for first responders and emergency medical providers.
- Increased funding for the U.S. Coast Guard, including dramatic increases in modernization efforts and port security.
- The success of all these efforts relies heavily on the sophisticated use of information technology.

The Challenge Ahead

In the face of ever-increasing competition for grants, local and state authorities and agencies are faced with the challenge of developing a process that gives them the competitive edge. Apart from internal training, there

Credit: White House photo by Paul Morse.

President George W. Bush signs S.15-Project Bioshield Act of 2004, in the Rose Garden Wednesday, July 21, 2004.

are a lot of tools available: intelligence gathering and early notification sources, providers of technical expertise for in-house grants writers preparing the proposal and external grant writing consultants.

The following pages will provide a greater insight into these challenges and how to overcome them.

Grant Recipients
Finding Solutions

Our research at the state and local levels shows there are still many authorities and agencies that either do not have in-house grants writers or, where they do have them, they are so overwhelmed that many grant opportunities cannot be pursued.

Dr. Bev Browning, grant consultant and author of "Grant Writing for Dummies," said many authorities find grants "so totally foreign that they believe they have no way of obtaining them.

"On the other side, there are those who think that grants are so easy to get that all you have to do is submit the paperwork to get funding," she said. "The truth is somewhere in the middle."

In reality, she said, grants are accessible, the information needed to get them is accessible, and they are becoming increasingly more accessible at federal and state level.

"However, once you have that information it is not just a matter of submitting some paperwork to get funding to buy whatever you want," she cautioned. "Grants typically solve a specific kind of functional problem,

and you have to make a compelling case in order to win funding. Simply saying that you want the money to replace X, Y and Z vehicles because they are old, is not a compelling case. You have to explain the implications of using old vehicles and how that impacts on your ability to do your job and how upgrading would allow you to achieve your mission more successfully."

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They may have experience of applying for foundation or state money but have never written a proposal for a federal grant or for a particular agency where the level of competition is very different and much greater. Others believe the grant application process is so time consuming and costly that they are not prepared to spend the resources.

In each of these cases, they are wrong and doing themselves and their public a huge disservice.

Many authorities, she said, still don't understand fully where all the grants come from or what other sources of funding are available.

Authorities and agencies generally come from one of three different readiness levels, she said:

1.They have a grant writer on staff and do not need any help with writing proposals, but they want information about what grants to pursue.
2.They want additional support — they may not be experienced at writing grant proposals, they may not have applied to a particular funder before, or it may be a high-stake project and they want to work with professional who has extensive grants experience.
3.They do not have a grant writer in place, or they have someone who is assigned to other things and doesn't have time to write and submit the proposals.

Photo by Ross Fredenburg/ FEMA News Photo

Pittsburgh firefighters view fire trucks prior to a meeting.

Specialist grant writing organizations and, increasingly, companies providing products and services to authorities and agencies at local and state level are offering both information and intelligence capabilities as well as grant writing support to assist their customers and attract new ones.

"This is a significant trend," said Browning. "We are seeing more vendors taking a pro-active role in terms of informing their customers at state and local levels about what grants are available to fund their products and services."

Reston, VA-based INPUT helps buyers buy and vendors sell in the government marketplace by promoting collaboration between government and industry. It tracks almost $600 billion in federal and state technology opportunities and works with a wide range of organizations in the public and private sector at federal, state and local level.

"INPUT's State & Local Grant Opportunities product is a valuable tool that's minimized our research time. It's helped us better utilize our time to obtain homeland security funding and enabled us to easily see where other jurisdictions were receiving grants we might also be eligible for," said Amanda Day, City of Alpharetta, Georgia Police Department.

Leveling the Field
Problem Areas

Generally, there are two types of grants: formula-based and competitive. Formula-based grants are usually easier to write because allocations are generally pre-determined, so it is just a matter of submitting an appropriate proposal.

Competitive grants, however, are much more difficult. For starters, there are usually more applications submitted that meet the basic criteria than can actually be funded from the program. Who gets what is determined by ranking, based on the criteria set for that particular grant. The agency — and in some cases, Congress, by virtue of enabling legislation — determines the priorities of the program for the upcoming year. You have to meet these specific criteria and be aware that they may change from year to year.

Other grants, such as those based on a population formula, favor high-population areas that also are usually high-profile states, such as California, New York and Florida. Such is the case with DHS's first responder funding program. Each state receives a set amount but when population density is factored into the equation, high-density, high-risk urban areas get most of the money. The same formula is used by many other federal agencies. For instance, in January the DHS announced grants to enable states to develop pandemic preparedness plans. Each state received $500,000 with additional allocations calculated by population.

Population isn't the only criteria. A recent education grant program favored states that had written physical education standards in place. Wyoming, which had written standards, was awarded six grants under this program, while Ohio, with a much larger population but no written standards, got only two grants.

Note: Always remember that different characteristics may come into play, particularly in the case of competitive grants, where there is a strong disposition to whatever that particular competitive element is.

Distribution Allocation

Another problem is allocating the money to those who need it and then ensuring that it is spent wisely. According to the American Enterprise Institute (AEI), while the administration has increased funding for terrorism preparedness grant programs by more than 2,000 percent since fiscal year 2001, "this money is often distributed and spent in a wasteful and inefficient manner."

The report continued, "By doling out current federal dollars based on population and parity, the current first responder funding formula shortchanges those areas most at risk. For example, of the top 10 states and districts receiving Homeland Security grants per capita, only the District of Columbia appears on a list of the 10 most-at-risk places."

Christopher Cox (R-CA), chairman of the House Homeland Security Committee, said "AEI's analysis reaffirms what this committee and the first responder community have been saying for the past two years — the status quo simply does not serve our homeland security needs." Cox said the lack of risk-based funding formulas, coupled with the absence of clear preparedness guidelines, has led to some questionable uses of terrorism preparedness grants at the state and local level.

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His committee's analysis of grant funding in fiscal year 2003-04 found that about 85 percent of the terrorism preparedness grants distributed had not been used. DHS allocated them in a timely manner, but they were not spent by states and localities. He said:

- Almost one-third of the states allocated money among internal jurisdictions without regard to need or risk, and those that applied risk or need followed nonstandard approach.
- At the state and local level, there are no federal terrorism preparedness standards to guide the spending of funds, leading to many instances of questionable expenditures.
- Only a small amount of federal grant funding has been spent to date due to a lack of advance planning and other administrative obstacles at the local level.

This situation has improved in the last two years, but there are still many problems getting the funding to the people on the ground in a timely manner.

Standardizing Grants Documents and Evaluation

There have been continuing moves toward standardizing grant forms and combining grants into single applications, especially at DHS, but it will still be some years before there is a standardized federal grants form. Achieving standardization is a massive task, especially when every department within many agencies uses a different grant application form. Multiply that by the 600-plus grant programs from the 26 major funding federal agencies and it easy to see the size of the problem.

Best Case

The U.S. Fire Administration (USFA) continues to set the gold standard among all homeland security funding programs in terms of simplifying and standardizing the application process and making all the money available to all the fire departments across the country at the

same time. Everyone knows when the grants are due, everyone is able to apply at the same time using the Electronic Federal Grant Administration program. The USFA Web site provides extensive outreach and support materials that make the process very sound. USFA goes to great lengths to tell applicants what they need to talk to and who they need to involve.

"It is a fantastic program and an example others should follow," said Browning.

Not So Good

Some of the emergency management performance grants have great potential because they target all-hazards, not just terrorist-related activities. However, many are complicated in terms of how funding gets passed from the state to local officials. Further, each state has its own grants distribution program operating with its own timelines, priorities and measuring requirements. It would be so much better to introduce a single nationwide program scaled to accommodate everyone, said Dr. Browning.

However, many agency grants experts that we spoke to in Washington, D.C., agree that standardization of federal grant forms is years away despite progress made by the USFA's Electronic Federal Grant Administration and other organizations in setting data standards for electronic grants administration.

Although nationwide standardization is not yet a reality, Pennsylvania, Minnesota and Texas have launched initiatives to standardize forms and procedures.

Minnesota Governor Tim Pawlenty, in an executive order issued last year, ordered that "adequate additional resources be provided to manage consistency and efficiency in grant management activities, including standardization of policies, procedures, data and tools. State departments and services need to be viewed as an integrated whole and as an enterprise, working together, to support Minnesota as one organization with overall goals and objectives."

Minnesota currently pursues, distributes and manages more than $1.1 billion of incoming grant funds from more than 500 grant sources and monitors the performance of more than 7,000 grantees and approximately 9,400 grants.

"If we can build on the set of federal grant standards that have been developed and get states [to] agree that although this doesn't exactly match the way they administer funds but that it is close enough, and even get foundations and other funders to come in, you could have a single comprehensive source of information about all grants," said Browning. "It could be a government or a nonprofit-run repository, and everyone would be on a level playing field. Everyone would have access to all the grant opportunities at the same time and they could apply using standard format applications with a significant number of variables depending on what the funders were looking for."

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— Minnesota Governor Tim Pawlenty

Grant Writers

Local and state authorities have expressed concern and frustration about the complexity of the grant applica-

tion process, the narrow time frames involved, and a growing tendency to merge grants while reducing the overall funding available. The following case studies illustrate some of these concerns.

Case Studies: Orange County Florida Sheriff's Department

Orange County Sheriff's Department (OCSD) is one of the largest law enforcement agencies in the southeastern United States, with an annual budget in excess of $100 million and more than 2,000 employees. It is part of Florida's Homeland Security Region 5 Task Force, which covers nine counties, including Patrick Air Force Base, Port Canaveral cruise ship terminal, NASA, many Department of Defense (DoD) contractors, four international airports, Walt Disney World, the Daytona International Speedway and many other world famous tourist attractions. The area attracts 42 million visitors every year.

In 2004, OCSD had 15 days to put together a DHS grant proposal. It realized that it could attract even more money if the taskforce applied collectively. Jeff Templeton, manager of the Criminal Justice Programs Office, was in charge of the process.

"We got the nine counties in the region and all the municipalities to agree to the proposal," he said. "We then sent people to Washington to make sure the application would be written correctly."

Of the 14 grants awarded, the taskforce was ranked No. 2, and received $6 million for interoperability and communications together with a $2 million match.

"We were successful, despite the very tight timeline, because we have a tremendous partnership here," Templeton said. "Teamwork is the key to our success in Central Florida because everyone is on board. This is important because homeland security is not just a police

Funding Sources

Finding sources of grant funding is a time-consuming and tedious process. Here are some tips to ease the process:

1. Discover which agencies provide grants for your specific areas of activity.
2. Learn everything you can about those grants especially funding priorities, application procedures and submission deadlines.
3. Make contact with the person responsible for the grant at the funding agency and build a rapport.

Grant sources

- Federal — Driven by legislation, large and complex, often grants to states and leaves state to distribute at local level, may be subject to oversight, forms differ within agency and from agency to agency.
- State — Usually funded through a particular agency, forms differ by agency, states differ in distribution by competitive and block grants.
- Foundations — The nation's 80,000 foundations offer more than 500,000. grants and awarded $35 billion in 2005
- Corporate — $10 billion plus annually, mostly awarded at local level.
- Others — Discretionary legislative funding, service organizations — federal earmarks — little competition, assigned by/for Congress and associated with specific legislation, broad latitude in spending, primarily to nonprofits and municipalities, limited funds.

Funding research

Monitor all sources:

- Federal Business Opportunities

  http://www.fedbizopps.gov

- Federal Register

  http://www.archives.gov/federal_register/

  index.html

- Grants.gov http://www.grants.gov/

- Catalog of Federal Domestic Assistance

  (www.cfda.gov)

- Foundation Center (www.fdncenter.org)

- Grants Office (www.grantsoffice.com)

- State Points of Contacts (SPOCS)

- Federal and state program staff

- Agency Web sites

- Firegrants.info and other .info Web sites

- Magazines, newspapers, e-zines, newsletters

- Every federal department is required by

  Congress to issue an annual Forecast.

  The DHS Forecast can be viewed on the

  DHS Office of Small Business and

  Disadvantaged Business Utilization

  (O SDBU) Web site at www.dhs.gov

  and click "Business"

- Most of these opportunities will also be

  listed in FedBizOpps and Federal

  Technical Data Solution (FedTeDS)

  Web site at www.fedteds.gov

issue; it involves fire, public health, local government, emergency management, public schools and private industry. As we developed our strategies, everyone has had an input. Where there have been issues, we have worked through them together to find solutions. We have also developed excellent relations at the state and federal levels."

That is one reason, he said, that his team has an 80 percent-plus success rate when applying for grants. Last year, the department was awarded almost $34 million in grants.

Templeton said his day starts with scanning all federal, state and other grant opportunities posted on an internal Orange County Web site. He looks for grants for his own department, as well as opportunities to partner with other agencies to maximize funding potential and, if necessary, to use their skills and expertise to satisfy the objectives and criteria of the grant. Some grants require that law enforcement be the lead agency, others require another agency to file. "We look at every opportunity there is," he said.

"The secret to success is in asking and answering all the basic questions — what is the problem, what is your solution, timeline, ultimate objectives and budget? That

Air Force Photograph

Florida 's Homeland Security Region 5 Task Force covers nine counties, including Patrick Air Force Base, pictured here.

pretty much covers most grants, although they all have different ways of asking this and different requirements for how you report everything."

A matter of concern

Templeton said one of his concerns is that either for simplification or cost-cutting purposes, there is a move toward merging grants.

"It seems like a lot of places are cutting back on funding and where resources are available, the competition is much fiercer," he said.

Recently, two Department of Justice (DOJ) grants were merged, reducing the overall funding. Previously, terms of one of the grants provided funds directly to law enforcement agencies. Now, the county receives the funding then determines the allocation. Law enforcement might not receive anything.

"We anticipate a decrease in department funding from these areas in the future so we are gearing up to write more grants so we can maintain and increase overall funding levels," said Templeton. "Grant funding is absolutely essential to us because it impacts on every program we have."

Another concern has been the differences in forms and criteria even within the same agency. "Once you have learned what the differences are and how the criteria vary, and then it is no longer difficult," said Templeton.

However, he noted, the principle key to success is the department head. "It has to be someone who aggressively encourages the pursuit of all opportunities," he said.

North Dakota Department of Health

Danielle Kenneweg is director of cancer protection and control at the North Dakota Department of Health and is responsible for both writing and overseeing grant applications for various types of funding from the U.S. Centers for Disease Control and Prevention (CDC). Some of the grants guarantee funding to the state but

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Planning

Workplan development:
- Choose funders with a direct correlation to program and scope.
- Map funders' deadlines on a schedule.
- Trim the workload.
- Budget time and resources.

Proposal preparation:
- Be specific.
- Plan extensively.
- Follow directions.
- Be aware of matching requirements.

Follow up:
- Send thank-you notes.
- Invite funders to events.
- Submit reports on time.
- Maintain and build relationships with funding staff.

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still have to be applied for. Others involve competitive applications. Both can be frustrating, she said.

"Every year, whether it is a competitive grant or not, we are told to write the grant for the dollar amount that we need. But we know we are not going to get what we ask for. If we ask for $2 million, we get $1.3 million, and that is a pretty significant reduction," said Kenneweg. "We get an allocated amount that has already been determined and set aside for us, which is pretty much the same year after year. So even while writing the proposal we have to be aware of where we can make the necessary cuts in the budget when we get the award."

The application process has not simplified in the last eight years while the budget requirements for the proposal have become very complicated because there is a federal match, she said.

Tip: It may seem obvious, but when you are working with complicated budgets it is essential to check your math. If there are errors, the proposal will be

Ten Tips for Getting More Grants

1. Be specific in your budget. Most grants either have no restrictions or minimal restrictions on the lengths of the budget.

2. Keep careful and organized records so you can provide information to funders when requested.

3. Involve others in supporting your project but be judicious. Have a purpose for their involvement.

4. Make follow-up a part of the process. Remember that much of the grant-seeking process is relationship building.

5. Get support letters that demonstrate a commitment on the part of collaborators and an understanding of the role they play in the project.

6. Research every funding source to which you intend to apply.

7. Tailor each proposal to each funder.

8. Don't include materials in your application other than those specifically requested.

9. Contact program staff and attend any bidder's conferences and information sessions the funders may offer.

10. Frame questions to get a meaningful response.

returned, which will involve more work, and slows the approval process and receipt of funds.

"Some of the problems we have had to overcome involve working with local agencies," said Kenneweg. "When the idea of matching grants was first introduced, it was a huge issue with local agencies who had no idea where they were going to find the money. We had to sit down with them and help them figure out potential sources for the match — either cash or in kind. We also found soft match at state level and threw that into a big pot so that everyone had enough."

Kenneweg said it took about three years for local hospitals to understand the importance of sending their data to be forwarded to CDC. "The time they spend collecting that data for us has a monetary value and counts as a soft match," said Kenneweg. "As a result they now see the benefit and are cooperative."

Kenneweg said her office has an ongoing struggle with

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>
> *— Danielle Kenneweg, director of cancer protection and control at the North Dakota Department of Health*

local agencies because they don't have time for evaluation, the skill, or the buy-in about the importance of evaluation. "We have been working with them to build up their knowledge about the importance of evaluation and how to do it, so that we have the data we need, and we can see if our outreach dollars are being best spent," she said.

"One of the other things we have done is to simplify the application process for local agencies," she continued. "They used to have to submit a three-part form. Now, they can file each part of that form separately and electronically. It has reduced the pressure on them to file and the electronic filing skills they have developed

have helped us by streamlining the process statewide."

Unfortunately, she said, the same is not true with filing for federal grants. "Grants are usually announced in the Federal Register and we are supposed to have 30 days from then to file for continuation grants and 45 days for competitive grants," she explained. "However, once the grant has been announced, the guidance gets mailed to us so the time crunch becomes huge. Internally, this causes huge problems as all grant applications have to go up the chain of command for approval. This is a frustration that we have expressed to CDC often and we have tried to send the message that once it is in the Federal Register, the guidance should be sent to us electronically. Some other areas of CDC have switched to electronic submission and this would help us greatly."

Kenneweg said there is also a problem with the states. Although directors of state and territory cancer programs communicate on a regular basis, each has a different format for creating their budget even though they all have the same requirements, the same guidance and so on.

"They have been trying to standardize this for seven years and we still don't have a standardized budget sheet" for cancer programs, although CDC has introduced a standardized budget sheet for the Office of Smoking and Health, said Kenneweg.

"Above all, I would like to see consistency across federal funding," she continued. "I appreciate it would be hugely difficult, but writing one federal grant is not the same as writing another because there are different intricacies even within the same department. This leads

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Grant Evaluators/Providers

Considerable efforts are being made at the federal level to ease the grants application process for state and local governments. Grant evaluators at the federal level recognize that the biggest burdens are the time constraints involved and the complexity because of the number of different grants.

The Department of Homeland Security has recognized both problems and is taking steps to make grantwriting easier.

Within the DHS, the Office of Grants and Training — a component of the DHS Preparedness Directorate — provides funding, coordinated training, exercise support, equipment and technical assistance to states, local jurisdictions and regional authorities to assist in preparing the nation's emergency responders to prevent, deter and respond to terrorist acts and catastrophic disasters.

According to Tracy Henke, director of the Office of Grants and Training, her office must move forward implementing three things:

1. The National Preparedness Goal, which tasks the DHS with establishing capabilities communities need to prepare and be ready for a terror attack or other disaster
2. Allocating resources on a risk-based approach
3. Working to further regional collaboration

Henke said she envisions that a major role of her office will be working on these three priorities with state and local agencies.

A View From ODP

Heber Willis and Marcelino Galvan, branch chiefs with ODP, said the ODP grant programs are fairly straightforward, as all funds go to the designated state administrative agency for disbursement. They appreciate, however, that many grant writers find the procedures complicated, which is why changes have and continue to be made to the grant writing and review process.

Simplifying

"We have bundled several programs into one application to make it easier for everyone. It wasn't manageable for us to do it individually, and it didn't make sense to make state administrative agencies submit multiple applications, all with almost identical deadlines," said Willis. "This was a decision taken early on but people have to understand that we are still building the train as we run it."

ODP started about eight years ago as a small equipment program for first responders. Since 9-11 it has grown exponentially and more programs have been added by Congress.

"Just trying to get your arms around that and meet the very tight deadlines that Congress has imposed is very difficult," said Willis. "There are deadlines when we have to make the money available to the states, when the states have to come back to us with applications, and

when the states have then to make awards locally." Last year was the first time ODP both bundled applications and used the automated Grants Management System to get everything through in one round. Other programs will be bundled into the single application process for fiscal year 2005, but grant guidance for that is still in draft form.

Changes in the Reporting Procedure

Because the program started as an equipment funding program, the staff at DHS used to review budget detail worksheets. Every single item and widget being purchased was reviewed, scrutinized and approved on a line-by-line basis.

"We are still doing that with some of the programs that have not closed out," said Willis. "However, beginning with the last fiscal year, we are changing. We are … placing the responsibility on the respective state administrative agencies for ensuring the accountability of the widgets. They then provide

Ask Questions

Contact the program officer and ask:

- Does your proposed project fall within the agency's current priorities?
- What is the budget for this grant? Do you expect any change next year?
- Are awards made on the basis of special criteria?
- What is the anticipated application/award ratio?
- What are the most common mistakes you see in grant applications?
- Would you review our draft preproposal?
- Could you provide a previously funded proposal for us to read for format and style?
- Who is responsible for reviewing the proposals?
- Could you provide a copy of the application evaluation form?

us with a broader picture of what they are doing and how the equipment that they are purchasing is supporting the statewide strategy of increasing responder preparedness.

"We will check out the equipment they have purchased when we go out and do on-site monitoring once a year but we are getting out of the business of counting boots and gloves up here at federal government," he said.

Evaluation and Measurement and other Changes

The statewide strategy starts with a needs assessment to establish a baseline of where they are in their ability to prevent, respond and recover from acts of terrorism and weapons of mass destruction. They then develop a strategy based on that needs/risk assessment and establish statewide goals and objectives. The various projects they develop have to be directly tied to and show that they support the goals and objectives of the statewide strategy.

The next part of the process is evaluation and measurement "and we have not nailed that one down yet — it is still being worked on," Willis said.

"Concurrent with all that is HSPD-8, which is going to determine how we measure all this across the nation," he said. "There are a lot of work groups working on this and we are getting there but we are not there yet."

The Biggest Difficulty

"State and locals will all tell you that there is too much pressure in filing, but they always meet the deadline. It

Win Henderson / FEMA

Members of a Baton Rouge, La., Emergency Medical Technician team undergo training required for certification as rescue (grey suits) and decontamination (green suits) unit responders to hazardous material and toxic contamination situations.

is a lot of pressure because it is a short turnaround and there is a lot of work for them, especially for the states that have a smaller staff. It is a lot of work to try to pull all this together and to be able to intelligently tell us what they intend to do with the money without doing sloppy work," Willis said.

"We recognize that it is tough for them but in almost all cases they do a good job," he added. "We do some revisions along the way as you would expect. However, where they have the biggest difficulty is with the programs that require that 80 percent of the money is made available to the locals within 45 days of us awarding to the state." ODP disperses funds promptly to the states, as is required by federal law, and accepts that this is where bottlenecks may occur.

"When states submit their applications to us, they have pretty much got to know what they want to do with that money. Otherwise, they will have great difficulty meeting that 45-day deadline," said Galvan. "It is not a lot of time, especially for a larger state with a lot of jurisdictions. Arizona is pretty simple as they work

Writing Tips from Grant Experts at DHS, HHS and DoJ

Problem Section

■ Be specific – don't exaggerate or be vague.

■ Demonstrate the need for your methodology.

■ Ensure that reviewers can anticipate your solution based on your analysis of the problem.

Methods (Procedures) Section

■ Start with your objective and set out the precise steps you will take to achieve it.

■ Include what will be done, who will do it and when it will be done.

■ Explain what additional resources will be needed, how they will be paid for and how they will help you achieve your objective.

Evaluation Section

■ Include an evaluation component for every project objective.

■ Explain the methodologies to be used to validate the evaluation.

■ Stress evaluation as a tool for replicating the project in other programs.

Budget Section

■ Make sure your calculations are clear, logical and error-free.

■ Be comprehensive and include all associated costs — training, insurance, maintenance, etc.

■ Be specific, give details.

■ Include the cost of budget support.

■ Justify out-of-the-ordinary expenditures even if not asked to do so.

with 15 counties, which is how they have chosen to do it. Other states, because of their dynamics and laws, may have several hundred locals who are involved. It is tough for them, but it is an inflexible deadline because the appropriation law says that's the way it is."

Galvan added that the strict timelines were established to ensure states distribute 80 percent to local jurisdictions within the allotted time. "This is to make sure they do have the equipment on hand and that they are prepared to respond to an incident if one does happen," he explained. "Congress has given these deadlines to make sure that funding is out of the door and in the hands of the first responders in the local jurisdictions."

Willis said they are frequently asked why money can't be distributed up front. "The law," he said "doesn't allow us to do that."

Under this program, applicants incur the obligation up front and then draw down from federal funds as part of a reimbursement plan.

Vendor Assistance

ODP also can see advantages with vendors getting into the procurement cycle at an earlier stage and assisting grants writers by providing technical information or aiding with the grants proposal, especially if they have been chosen as sole source providers.

"If it helps them at local level to meet their goals and strategies, I see no problem with this," said Willis. "It is just more help to them and if it is allowable equipment according to the grant guidance we can see no problem with that provided the procurement falls in line with the normal review and approval process."

Technical Assistance

ODP does everything it can to support the states with their applications and submissions of statewide strategy and needs assessment.

The statewide strategy is an online submission and

there were some technical difficulties with the Data Collection Tool, but ODP stepped in and provided the technical assistance needed to help all states meet their deadlines.

Reporting and Help

ODP has already started pushing technical assistance to states and locals about how reporting is to be handled. The theory is that it will be easier for everyone and head off problems if the states are trained from the outset about what is required of them and how to supply it.

For technical assistance, call the information hot line, the Central Scheduling and Information Desk at (800) 368-6498.

Ten Tips for Successful Grant Writing from the Experts.

These tips are the collected thoughts from senior evaluators at the HHS and DOJ.

1. ALWAYS FOLLOW DIRECTIONS!
2. Research the grant thoroughly.
3. Involve all other interested parties.
4. Establish credibility from the outset by initiating a dialog with the grant provider.
5. Be positive — know what the problem is and what it takes to solve it.
6. Always have several people with different backgrounds and fields of expertise review your application and the math.
7. Make sure the proposal clearly explains the need, objections and solution.
8. Always comply with length restrictions imposed by the funding agency.
9. Make sure all elements of the proposal mesh together — goals and objectives must relate to the need/problem, activities must relate to objectives and so on.
10. Make sure it is submitted on time.

Ten Reasons Why Grant Applicants Fail

1. Don't follow directions.
2. Request too many items.
3. Do not itemize costs.
4. Fail to make a case for cost-benefit.
5. Don't provide a problem statement.
6. Don't shop around for lowest costs.
7. Don't make a case for financial need.
8. Don't check their work.
9. Lack collaboration, partnerships.
10. Request is for low priority items.

Source: Compiled by US Fire Administration and the Office for Domestic Preparedness

More Resources and Help

Department of Justice

Grant evaluators at DOJ's Office of Justice Programs (OJP) recommend that grants writers follow a two-step preparatory approach to ensure successful submissions.

1. The first step is planning — review the grant application notice, establish timetables, address the selection criteria and highlight model proposal strengths.
2. Second, read the notice thoroughly and don't be intimidated by the language. Note any application workshops, print out all included forms and when in doubt, ask questions.

Ten questions to ask

1. Who is eligible?
2. When is the deadline?
3. What is the Catalog of Federal Domestic Assistance (CFDA) number?
4. What is the award amount per grant?
5. How many projects will be funded?
6. Is there a matching requirement?
7. Where can I get the application?
8. Is there a page limit?
9. Where do I submit the application?
10. Who is the program contact?

The secret to successful grant writing, according to senior federal evaluators, is planning:

■ Assess time available

- Research programs well in advance
- Spend two-thirds of your time on planning and one third on writing

Main reasons why applications are delayed or rejected:

- NOT clear or not detailed enough.
- NOT consistent with institutional policy.
- DOES NOT meet federal requirement.
- NOT aligned with purpose or statute.
- DOES NOT plot out the life of the grant, and
- DOES NOT achieve project goals.

Useful tips from OJP evaluators:

- Use visual aids (charts, maps and tables) to emphasize main points and allow for quick comparison.
- Use most recent information and facts to establish need for the project, use Census data, compare target area with region and nation.
- Budget for the life of the grant, address matching requirements and nonfederal support from applicant and partners — community buy-in.
- Above all, apply — you won't get anything if you don't apply!

The Department of Justice Response Center provides assistance and answers inquiries from the public, law enforcement agencies, institutions, and grantees about grants and programs, funding opportunities and grant-management related questions. It provides application kits and assistance for grants available from the Office of Community Oriented Policing Services (COPS) and from the Office of Justice Programs (OJP), which includes the Bureau of Justice Assistance (BJA), Bureau of Justice Statistics (BJS), National Institute of Justice (NIJ), Office of Juvenile Justice and Delinquency Prevention (OJJDP) and Office for Victims of Crime (OVC).

Person-to-person assistance is available from 9 a.m. to 5 p.m. (EST) Monday – Friday. Messages may be left after hours and calls will be returned the next business day. A 24-hour fax-on-demand service is also available.

The Response Center's Toll-Free Number:
(800) 421-6770
Washington, D.C., Metropolitan Area:
(202) 307-1480
Fax: (202) 616-8594

Trends/Directions

There are significant trends and developments taking place at federal level that simplify the grants process by rolling several grant programs into a single application, standardizing the application process and expanding electronic notification and application.

Spearheading the changes is Grants.gov, the single secure Web site to find and apply for federal grants, and one of 24 E-government initiatives under the governance of Office of Management and Budget (OMB). Through Grants.gov, state, local and tribal governments, colleges and universities, nonprofits, research institutions and other organizations can access, find, and apply for grants from more than 900 grant programs representing more than $400 billion in annual grant funds offered by the 26 federal grant-making agencies.

"Grants.gov has established itself to be a proven concept and an indisputable success," said HHS Secretary Tommy G. Thompson. "Site usage has grown significantly to more than 5 million page views each month, and the momentum continues."

Significant Accomplishments

Already, more than …

- 15,000 electronic grant applications have been received
- 3,000 grant-seeking organizations have enrolled to apply for grants online
- 1,000 grant opportunity notices are currently posted on the Web site
- 600,000 grant opportunity notices are emailed to interested parties each week

Rebecca Spitzgo, Grants.gov program manager, credits several factors for the growing usage.

"General awareness is building due to marketing efforts and word-of-mouth buzz in the grant community," said Spitzgo. "Grants.gov lists 100 percent of federal grant notices, and we have had more than 60 percent of our grantor agencies able to successfully post application packages and accept grant applications electronically. And we've enhanced the site making it easier than ever to find and apply for a wider range of grants."

She added that thousands of grant-seeking organizations nationwide could benefit from Grants.gov, but haven't yet heard about it.

"We have proven the concept and the value Grants.gov delivers. Now we are continuing the focus on increasing usage," said Spitzgo. "Leveraging our current momentum, Grants. gov is launching its second marketing and advertising campaign to spread the word and build usage across the grant community."

Grants.gov is poised to exceed its next target milestone of 45,000 grant application submissions by the end of fiscal year 2006, due to growing usage of the site by federal agencies and the grant community as a whole, she said. For fiscal year 2006, Grants.gov program is expecting more than a 100 percent increase in activity and results.

Grants.gov is a collaborative effort led by the HHS. Collaborative partners include the Departments of Agriculture, Commerce, Defense, Education, Homeland Security, Housing and Urban Development, Justice, Labor and Transportation, as well as FEMA, Environmental Protection Agency, National Endowment for the Humanities and the National Science Foundation.

For more information about Grants.gov, visit www. grants.gov.

Measurement, Evaluation and Increased Accountability

As the grants process is fine tuned at the federal level, more sophisticated measurement and evaluation techniques are being used to ensure funding is being spent in a timely and appropriate manner.

There has been some criticism over the DHS's first responder grant system because it focused too heavily on state minimums and raw population counts, rather than critical infrastructure and risk. These issues were addressed in recent legislation that, among things, ensures faster funding to first responders and better targeting of funds to high-risk areas.

Under of the terms of that bill, all first responder grant applications will be ranked in priority of how each grant would "lessen the threat to, vulnerability of, and consequences for persons and critical infrastructure." The bill further specified that threats are to be interpreted by the DHS by giving "greater weight to threats of terrorism based on their specificity and credibility, including any pattern of repetition."

This means that before there is any discussion of state

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>
> —Rebecca Spitzgo, Grants.gov program manager

minimum grants, every application for funds needs to be ranked according to risk and known terrorist threats. This frees hundreds of millions dollars of funding that will now be allocated strictly in accordance to risk-based terrorism analyses.

The bill further specified that threats are to be interpreted by the DHS by giving "greater weight to threats of terrorism based on their specificity and credibility, including any pattern of repetition. "This means that before there is any discussion of state minimum grants, every application for funds needs to be ranked according to risk and known terrorist threats. This frees hundreds of millions of funding that will now be allocated strictly in accordance to risk-based terrorism analyses.

The role of the private sector in the war on terrorism

Cox said the federal government must change the way it does business if it is to be successful in defending our nation and our way of life. Defeating terrorists through technology requires smart investment and private sector leadership.

"We need to make it easier for the private sector to engage with the Department of Homeland Security when it has good ideas to share," said Cox. "And it is equally essential that the government work with the private sector so that basic federal research can quickly become applied technology." Research and development (R&D)

Dispatchers and call takers with the L.A. County Fire Department answer 911 calls from the public.

Jason Pack DHS/FEMA News Photo

investment across key federal partners has seen a 44 percent increase since Sept. 11, 2001, to $132 billion. DHS R&D saw the greatest increase of any federal department — 15.5 percent in fiscal year 2005, Cox said.

"We have got to begin to demand from our homeland security investments not one but two things: first, that they make us safer; and second that they make our nation more secure by contributing to economic growth," said Cox. "Developing and implementing new technologies that meet the needs of homeland security and our economy means engaging the private sector as never before. It means giving the private sector incentives — and providing the funding."

Top Areas to Watch
Technology

- New technologies that support homeland security and first responders from nanotechnology to imaging devices that scan containers entering and leaving ports
- Technology that supports interoperability, whether it is developing common standards so all the computer networks within federal agencies can talk to each other, or developing a nationwide automated interoperability solution as envisaged by the Statewide Template Initiative and National Response Plan

Communications

The most critical need is still to get information to first responders as rapidly as possible.

Deployment of wireless Enhanced 9-1-1 service is among the most urgent homeland security enhancements states currently face. The Federal Communications Commission (FCC) deadline required wireless carriers to include location-tracking software in wireless handsets by Dec. 31, 2005, and yet, many of the more than 6,000 state and local emergency call centers are currently unable to use this technology.

From the earliest civilizations through most of the 20th century, smallpox has claimed the lives of untold millions. By 1980, this virus had been eradicated. Yet today, the threat of smallpox looms once again as a possible weapon in a bioterrorist attack.

Governments throughout the world are partnering with leading private sector companies to plan for the possibility of a bioterrorist attack by preparing large-scale immunization programs.

BD Helping all people live healthy lives

Partners on the front line

Fifty years ago, BD developed the first disposable syringes for mass delivery of the Salk polio vaccine. Now, BD is partnering with governments worldwide to challenge the threats posed by bioterrorism.

The BD™ Bifurcated Needle, designed for the delivery of the smallpox vaccine, is being shipped to countries around the world. It was recognized as a "Significant Medical Breakthrough" by the U.S. FDA in its 2002 annual report.

In the clinical laboratory, highly sensitive BD plated media and fast-to-result analytical instruments are being used for rapid identification of bioterror agents.

In the research laboratory, high-performance flow cytometers from BD are studying the effects of bioterror pathogens on the immune system.

BD is a medical technology company serving some of the greatest needs of the global community. Healthcare institutions, life sciences researchers, clinical laboratories, industry, and the general public all rely on BD products every day.

BD—selected as one of America's Most Admired Companies by *FORTUNE* magazine¹—is privileged to partner with governments worldwide to protect life by addressing emerging healthcare issues in every corner of the world.

BD—Helping all people live healthy lives.

Photo ©Evans/Getty Images

Grants at a Glance

Program Name:	Agency:	Status of Program:	Funding:	Contact:
FY 2006 Homeland Security Grant Program	Department of Homeland Security	Applications were due March 2, 2006. Awards are expected on or before May 31, 2006	$1.765 billion	(800) 368-6498 askcsid@dhs.gov

Program Description: The FY 2006 Homeland Security Grant Program (HSGP) integrates the State Homeland Security Program (SHSP), the Urban Areas Security Initiative (UASI), the Law Enforcement Terrorism Prevention Program (LETPP), the Metropolitan Medical Response System (MMRS) and the Citizen Corps Program (CCP).

Eligibility: The governor of each state has designated a State Administrative Agency (SAA) to apply for and administer the funds.

Program Name:	Agency:	Status of Program:	Funding:	Contact:
Assistance to Firefighter Grant Program	Department of Homeland Security	Awards expected to start before the end of June 2006	$539.55 million (estimate)	Help Desk (866) 274-0960 firegrants@dhs.gov

Program Description: The AFG funds activities such as purchasing firefighting equipment, EMS equipment, personal protection equipment, training, vehicles and firefighter/first responder safety projects.

Eligibility: Eligible applicants for the AFG Program are limited to fire departments and non-affiliated EMS organizations.

Program Name:	Agency:	Status of Program:	Funding:	Contact:
FY06 National Bioterrorism Hospital Preparedness Program	Health Resources and Services Administration	FY06 solicitation has not yet been released	$458 million (estimate)	Melissa Sanders (301) 443-0924 msanders@hrsa.gov

Program Description: The purpose of this program is to enhance the ability of hospitals and health care systems to prepare for and respond to bioterrorism and other public health emergencies.

Eligibility: The distribution of funds will be to the state or political subdivision of a state (cities and counties are considered political subdivisions of states. Territories are considered states for the purposes of the grant program). Hospitals, EMS systems, outpatient facilities, community health centers and poison control centers should work with the appropriate health department for funding through this program.

| Program Name:	Agency:	Status of Program:	Funding:	Contact:
FY06 Emergency Management Performance Grant	Department of Homeland Security	Awards were made in February 2006	$179.45 million	(800) 368-6498 askcsid@dhs.gov

Program Description: The Office of State and Local Government Coordination and Preparedness has a requirement to provide improvement of mitigation, preparedness, response and recovery capabilities for all hazards.

Eligibility: The governor of each state has designated an SAA to apply for and administer ODP grant funds

Program Name:	Agency:	Status of Program:	Funding:	Contact:
Transit Security Grant Program FY 2006	Department of Homeland Security	FY06 solicitation has not yet been released	$50 million (estimate)	(800) 368-6498 askcsid@dhs.gov

Program Description: The FY 2006 Transit Security Grant Program (TSGP) provides financial assistance to eligible transit agencies for the protection of critical infrastructure and emergency preparedness activities.

Eligibility: The governor of each state has designated a State Administrative Agency (SAA), who is responsible for preparing and submitting all grant application materials.
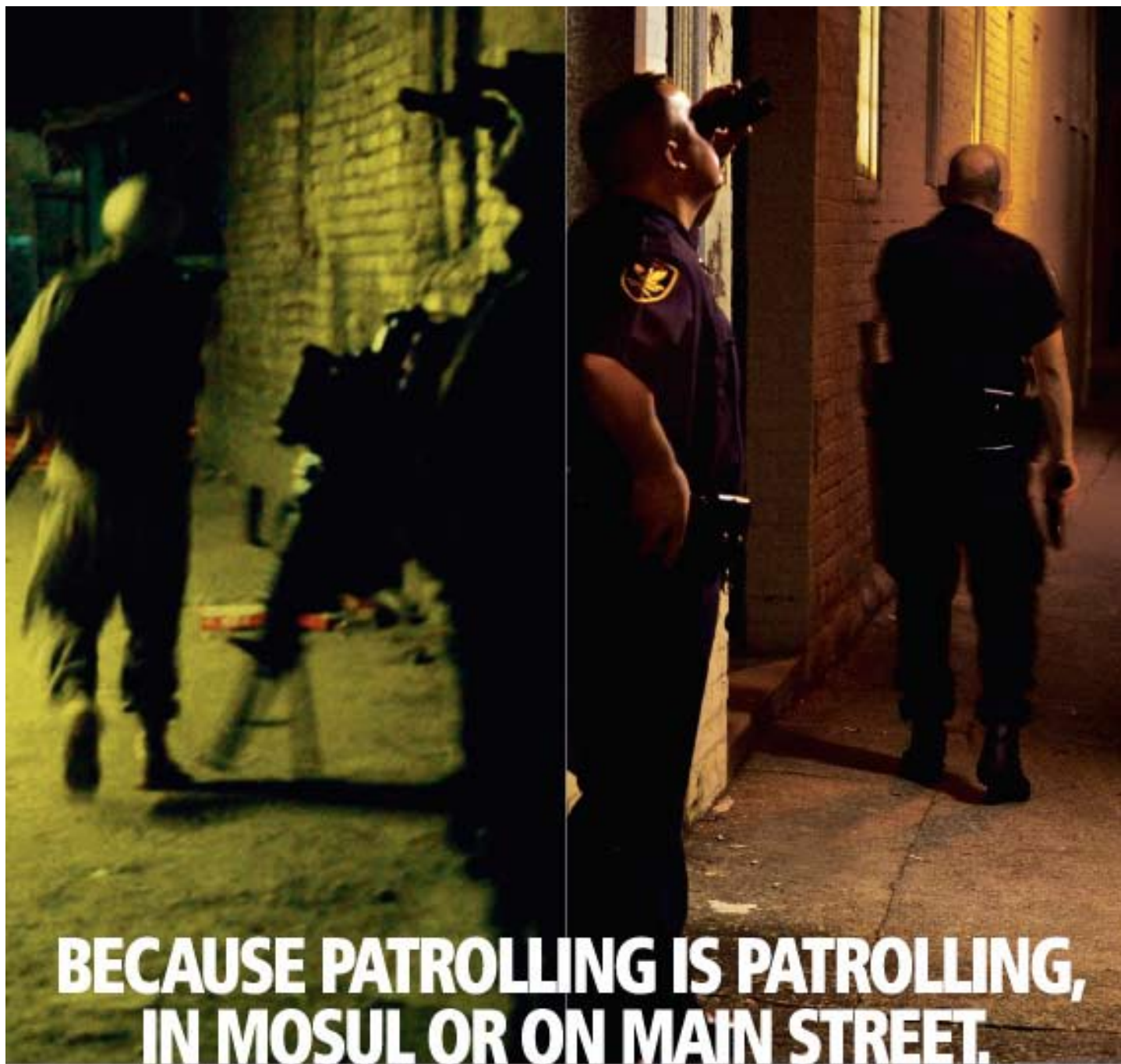
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Photo on left courtesy of U.S. Army

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Grants at a Glance (cont.)

Program Name:	Agency:	Status of Program:	Funding:	Contact:
FY 2006 Buffer Zone Protection Program	Department of Homeland Security	FY06 solicitation has not yet been released	$50 million (estimate)	(800) 368-6498 askcsid@dhs.gov

Program Description: Buffer Zone Protection Program (BZPP) funding will significantly enhance the protection around critical infrastructure and key resource (CI/KR) sites and deter threats or incidents of terrorism aimed at those facilities.
Eligibility: The governor of each state has designated a State Administrative Agency (SAA), who is responsible for preparing and submitting all grant application materials.

Program Name:	Agency:	Status of Program:	Funding:	Contact:
Pre-Disaster Mitigation Grant Program	Department of Homeland Security	FEMA-approved mitigation plan were due April 14, 2006	$50 million	Karen Magnino 202-646-3807 Magnino@dhs.gov

Program Description: The Pre-Disaster Mitigation (PDM) Program will provide funds to states, territories, Indian tribal governments and communities for hazard mitigation planning and the implementation of mitigation projects prior to a disaster event.
Eligibility: Only the state emergency management agencies or a similar office (i.e., the office that has emergency management responsibility) of the state, the District of Columbia, the U.S. Virgin Islands, the Commonwealth of Puerto Rico, Guam, American Samoa and the Commonwealth of the Northern Mariana Islands, as well as federally recognized recognized Indian tribal governments are eligible to apply to FEMA for assistance as applicants under this program.

Program Name:	Agency:	Status of Program:	Funding:	Contact:
Port Security Grant Program FY 2006	Department of Homeland Security	FY06 solicitation has not yet been released	$141 million (estimate)	(800) 368-6498 askcsid@dhs.gov

Program Description: The purpose of the Fiscal Year Port Security Grant (PSG) Program is to create a sustainable, risk-based effort for the protection of port maritime critical infrastructure from the threat of terrorism, especially explosives and nonconventional threats that would cause major disruption to commerce and significant loss of life.
Eligibility: To identify the most at-risk seaports, the Office for Domestic Preparedness (ODP) worked with the U.S. Coast Guard (USCG) and the Information Analysis and Infrastructure Protection Directorate (IAIP) to develop the following risk formula: Risk =Consequence x Vulnerability x Threat.

Program Name:	Agency:	Status of Program:	Funding:	Contact:
FY 2006 Competitive Training Grant Program	Department of Homeland Security	Concept papers were due on May 31, 2006. Proposals are due June 30, 2006	$28.8 million	(800) 368-6498 askcsid@dhs.gov

Program Description: The Department of Homeland Security, Office of State & Local Government Coordination and Preparedness (SLGCP) has a requirement to fund national preparedness training initiatives that further the DHS mission of preparing the nation to prevent, protect against, respond to, and recover from incidents of terrorism or catastrophic events.
Eligibility: Entities eligible to receive funding under this program include: state, local, tribal, and territorial governments; national associations, including those representing elected officials; institutions of higher education; public safety agencies; nonprofits, including community and Faith-based organizations; and private corporations, including owners and operators of critical infrastructure and health care entities, working in conjunction with the nonprofit sector.

Grants at a Glance (cont.)

Program Name:	Agency:	Status of Program:	Funding:	Contact:
Bioterrorism Training and Curriculum Development Program	Health Resources and Services Administration	Solicitation expected in Spring 2008	$25 million (estimate)	Terri Spear (301) 443-4912

Program Description: The Bioterrorism Training and Curriculum Development Program equip a workforce of health care professionals to address the medical consequences of bioterrorism and other public health emergency preparedness and response issues.

Eligibility: The entities eligible to apply for this program are academic health centers, other public or private nonprofit accredited or licensed health professions schools, other educational entities such as professional organizations and societies, private accrediting organizations, other nonprofit institutions or entities including faith-based organizations and community-based organizations, and multi-state or multi-institutional consortia of various combinations of these eligible entities.

Program Name:	Agency:	Status of Program:	Funding:	Contact:
FY2006 Homeland Security Preparedness Technical Assistance Program	Department of Homeland Security	Technical assistance is provided throughout the year to DHS grantees and stakeholders	To Be Determined	CSID Helpline (800) 368-6498 askcsid@dhs.gov

Program Description: HSPTAP provides direct assistance to state, regional, local, and tribal jurisdictions to improve their ability to prevent, protect against, respond to, and recover from major events, including threats or acts of terrorism.

Eligibility: Previously identified TA providers and others who maintain effective stakeholder relationships and have a command of capability based planning with the context of the National Preparedness Goal.

Program Name:	Agency:	Status of Program:	Funding:	Contact:
Edward Byrne Memorial Justice Assistance Grant Program	Department of Homeland Security	Local applications were due March 2, 2006	To Be Determined	Matthew Hanson (202) 616-0649 Matthew.Hanson@ usdoj.gov

Program Description: The Edward Byrne Memorial Justice Assistance Grant Program allows states and local governments to support a broad range of activities to prevent and control crime and to improve the criminal justice system. JAG replaces the Byrne Formula and Local Law Enforcement Block Grant (LLEBG) programs with a single funding mechanism that simplifies the administration process for grantees.

Eligibility: State and local jurisdictions are eligible for JAG funding as identified in the FY 2006 JAG Allocation charts.

Program Name:	Agency:	Status of Program:	Funding:	Contact:
Fire Prevention and Safety Grant Program	Department of Homeland Security	Application period will start in September 2006	$27 million (estimate)	Help Desk (866) 274-0960 firegrants@dhs.gov

Program Description: The purpose of the Fire Prevention and Safety Grant (FP&S) is to enhance the safety of the public and firefighters with respect to fire and fire-related hazards. The primary goal of the FP&S grant is to reach high-risk target groups in order to mitigate the high incidences of death and injuries.

Eligibility: These grants support not only fire departments, but also other organizations experienced in fire prevention and in firefighter safety research.

Program Name:	Agency:	Status of Program:	Funding:	Contact:
Staffing for Adequate Fire and Emergency Response (SAFER) Grant	Department of Homeland Security	Applications will be accepted on or about May 30, 2006, to June 30, 2006.	$110 million	Help Desk (866) 274-0960 firegrants@dhs.gov

Program Description: The purpose of the Staffing for Adequate Fire and Emergency Response (SAFER) grants is to help fire departments increase their cadre of firefighters. The SAFER grants have two activities that will help grantees attain this goal: 1) hiring of firefighters and 2) recruitment and retention of volunteer firefighters.

Eligibility: Volunteer, combination and career fire departments are eligible to apply for the Hiring of Firefighters Activity.

Program Name:	Agency:	Status of Program:	Funding:	Contact:
FY07 Weed and Seed Communities Competitive Program Guide	Office of Justice Programs	Notice of Intent are due June 29, 2006; Draft Applications are due on January 9, 2007; Applications are due January 31, 2007	To Be Determined	CCDO 202-616-1152

Program Description: The Weed and Seed initiative is a community-based, comprehensive multi-agency approach to law enforcement, crime prevention, and neighborhood restoration. It is designed for neighborhoods with persistent high levels of serious violent crime and corresponding social problems.

Eligibility: Any urban, rural or Indian tribe and tribal community with a persistent high level of serious violent crime, pursuant to this guideline, and which has not previously received Weed and Seed Official Recognition (OR), is eligible to participate in the program.

Homeland Defense

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